

Notes on a Talk Titled "Career Prospects in CIA"
Given by Lyman B. Kirkpatrick to the Clandestine Services Review Class
29 September 1961

A shaking down of the whole intelligence community was predicted by Lyman B. Kirkpatrick, Inspector General, in talking on "Career Prospects in CIA" before the Clandestine Services Review class on 29 September 1961. There cannot be competing clandestine services, for instance, among the agencies in which the more than 100,000 persons involved in community intelligence are employed at a cost of billions of dollars.

Jurisdictional wars are fruitless, Mr. Kirkpatrick said. CIA is apt to think itself the runner of clandestine operations. The Army wants to. The answer is not that CIA has the only legal clandestine services.

CIA is not geared to collect order of battle. Particularly does CIA want the armed services trained for its collection in the case of combat operations. The Agency cannot be running agents through enemy lines. Under CIA direction, the armed services should do the combat collection. Such a development would be a major one for good. CIA is after strategic information on high levels.

It is possible to foresee within a year or two army clandestine collectors of information being trained by the CIA Office of Training, Mr. Kirkpatrick said. The armed services also may merge collection activities with those of CIA under field-station direction of the station chief. Since the failure in the U-2 operation was that of a clandestine operator not professionally trained as such, the Air Force as well as the Army may well be a training customer. Of the armed services, the Navy is the least interested in mounting clandestine operations. CIA as an intelligence agency has been recognized as a professional one by foreign services and by sister agencies.

Concentration on achieving the stature of professionalism has been possible for the Agency since 1953 with mergers of competing components and stabilization of growth, said Mr. Kirkpatrick after he had outlined the 14 years of CIA history. In reaching the professional level, the Office of Training has done an outstanding job. The needs for training material and personnel have been realized and are being met. First-class people, people of experience, are serving as instructors; career instructors, on the other hand, are getting practical experience in the Clandestine Services. Since in training the level of the student generally is that of the instructors, there is need for the services of the best as instructors.

The real cause for a couple of serious CIA failures lay in our being poor intelligence officers, Mr. Kirkpatrick said. We forgot to practice what we taught. There are not shortcuts in espionage, covert action, and counterespionage. Despite progress, we still have not reached El Dorado. We are still doing much that we should not; not all that we should. What we need to do becomes apparent from a steady look at what a tough target

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